



UNITED STATES MARINE CORPS

MARINE CORPS BASE HAWAII

BOX 63002

KANEOHE BAY, HAWAII 96863-3002

IN REPLY REFER TO:
BaseO 5000.16
ADJ

SEP 04 2001

BASE ORDER P5000.16

From: Commanding General
To: Distribution List

Subj: MARINE CORPS BASE HAWAII ADMIN MANUAL

Ref: (a) SECNAVISNT 5216.5D
(b) Marine Corps Manual
(c) MCO P5800.16A
(d) MCO P5000.14C
(e) MCO P5216.20
(f) MCO 5215.1H
(g) BaseO 5216.1A
(h) BaseO 1650.12
(i) U.S. Government Printing Office (GPO) Style Manual
(j) CG III MEF msg P 020003Z JUN 95

Encl: (1) LOCATOR SHEET

1. Purpose. To set forth guidance, procedures, and techniques for the execution of command and staff action within Marine Corps Base Hawaii.
2. Cancellation. Policy Letter 1-00
2. Scope. This Order includes a description of Marine Corps Base Hawaii staff organizations, responsibilities of staff officers, and the procedures of staff functioning.
3. Responsibility. The Staff Secretary, Marine Corps Base Hawaii is responsible for the accuracy, currency, modification, and distribution of this Manual.
4. Action. Follow the format guides in the references and this manual.
5. Certification. Reviewed and approved this date.


J. A. LEMOINE
Deputy Commander

DISTRIBUTION: A

BaseO P5000.16
ADJ

LOCATOR SHEET

Subj: MARINE CORPS BASE HAWAII ADMIN MANUAL

Location: _____

ENCLOSURE (1)

MARINE CORPS BASE HAWAII ADMIN MANUAL

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

MARINE CORPS BASE HAWAII ADMIN MANUAL

CONTENTS

CHAPTER

- 1 COMMAND AND STAFF RELATIONSHIPS
- 2 STAFF FUNCTIONING

APPENDIX

- A TASKING SHEET
- B ROUTING SHEET
- C STAFF STUDY
- D ACTION BRIEF
- E POSITION PAPER
- F INFORMATION PAPER
- G POINT PAPER
- H TALKING PAPER
- I LETTER OF INSTRUCTION
- J STANDARD LETTER
- K BUSINESS LETTER
- L MEMORANDUM
- M COMMANDING GENERAL'S STATIONARY
- N DECISION LADDER

MARINE CORPS BASE HAWAII ADMIN MANUAL

CHAPTER 1

COMMAND AND STAFF RELATIONSHIPS

	<u>PARAGRAPH</u>	<u>PAGE</u>
MARINE CORPS BASE HAWAII.....	1000	1-3
COMMANDING GENERAL'S STAFF.....	1001	1-3
HEADQUARTERS BATTALION.....	1002	1-4
MARINE CORPS AIR FACILITY.....	1003	1-4
EXECUTIVE STAFF.....	1004	1-4
TENANT COMMANDS.....	1005	1-7
FIGURE		
1-1 MARINE CORPS BASE HAWAII.....		1-10

MARINE CORPS BASE HAWAII ADMIN MANUAL

CHAPTER 1

COMMAND AND STAFF RELATIONSHIPS

1000. MARINE CORPS BASE HAWAII. The mission of Marine Corps Base Hawaii (MCBH) is to:

1. Maintain infrastructure and contribute to the readiness of assigned operating forces and other tenant organizations.
2. Provide for the welfare, well-being, morale and safety of assigned service members, their families, and civilian employees.

1001. COMMANDING GENERAL'S STAFF

1. Commanding General. The Commanding General commands Marine Corps Base Hawaii and assumes full responsibility for the command's efficient and economical operation, effective administration, and competent performance of all assigned missions and tasks. The Commanding General is supported by the Deputy Commander, the Base Sergeant Major, the Staff Secretary, and the Executive Staff. The Commanding General also serves an additional duty as the Deputy Commander, III Marine Expeditionary Force, Hawaii.

a. The Commanding General is directly responsible to the Commander, U.S. Marine Forces, Pacific (MarForPac) in the areas of Marine Corps administration, internal organization and training, personnel management and discipline, supply, fiscal management, welfare and recreation, service intelligence matters, and similar activities.

b. The Commander, U.S. Marine Forces, Pacific directed and established the Commanding General, Marine Corps Base Hawaii as the Deputy Commanding General, III Marine Expeditionary Force Hawaii.

2. Deputy Commander. The Deputy Commander is directly responsible to the Commanding General. The mission of the Deputy Commander is to act for the Commanding General, when absent, and to exercise command and control over activities and matters as directed by the Commanding General.

3. Sergeant Major. The Sergeant Major is directly responsible to the Commanding General. The mission of the Sergeant Major is to act as the senior enlisted assistant to the Commanding General, keeping the Commanding General advised of matters pertaining to enlisted personnel and assumes other duties as directed by the Commanding General.

4. Staff Secretary. The Staff Secretary is directly responsible to the Commanding General and the Deputy Commander. The mission of the Staff Secretary is to provide general administrative support to the Commanding General and the Deputy Commander. The Staff Secretary is responsible for administrative oversight of the Commanding General's administrative office and Protocol Officer.

MARINE CORPS BASE HAWAII ADMIN MANUAL

1002. Headquarters Battalion

1. The mission of Headquarters Battalion is to provide services and material to Marine Corps Base Hawaii and tenant organizations. Headquarters Battalion is responsible for administrative support, military training, career planning, legal assistance and the morale and welfare of the Marines and Sailors assigned to thirty-two departments and sections.

2. The Commanding Officer, Headquarters Battalion, is an executive staff officer, under the direct staff cognizance of the Commanding General, MCBH. The Headquarters Battalion commander retains administrative control over all Marines and Sailors assigned to the battalion, and operational control over the battalion principal and special staff, company commanders and company staff personnel. Headquarters Battalion Marines and Sailors who are not assigned to either the battalion or company staff are under the operational control of the Commanding General, Marine Corps Base Hawaii, with the exception of the Marine Forces Pacific Band which reports to the Commander, Marine Forces Pacific for operational matters.

1003. Marine Corps Air Facility. The Commanding Officer, Marine Corps Air Facility is an executive staff officer, under the direct staff cognizance of the Commanding General, MCBH. The Commanding Officer is responsible for the administration, training, welfare, morale, and discipline of all assigned personnel. The MCAF maintains and operates facilities necessary to support flight operations including the C-20G for the Commander, U.S. Marine Forces Pacific; fleet liaison services; Flight Clearance and Planning; Weather Service; Aircraft Rescue Fire Fighting; Air Traffic Control; and Air Traffic Control Maintenance. The MCAF is also responsible for aircraft noise abatement and aviation safety matters while maintaining liaison with Federal Aviation Administration (FAA).

1004. EXECUTIVE STAFF

1. Business Management Office (BMO). The Business Manager performs the duties of an executive staff officer, under the staff cognizance of the Deputy Commander. The business office provides assistance to the Commanding General and his subordinate staff departments in improving the organization's performance through the redesigning of processes to bring about dramatic improvements in cost, quality, and service. This involves assisting in the development of a Business Plan that will set forth organizational objectives. The business office assists in studying and analyzing the Base's products and services for potential improvements through streamlining, restructuring, and Business Process Reengineering (BPR). The Business Manager is responsible for providing technical guidance and direction on any BPR-related project. Additionally, the Business Manager plans, programs, and monitors the execution of the Base Strategic Plan.

2. Human Resource Office. The Human Resource Officer performs the duties of an executive staff officer, under the staff cognizance of the Deputy Commander. The Human Resources Office (HRO) is a satellite office of Marine Corps Civilian Human Resources Office-Southwest (CHRO-SW). The HRO staff serves as on site consultants on HRM actions to the MCBH commands, activities, managers, and employees on HRM programs, on individual and third party

MARINE CORPS BASE HAWAII ADMIN MANUAL

personnel actions, and on recurring HRM activities; represents and provides management advice on Labor Relations to satisfy bargaining obligations, administration of Workers Compensation, and initial processing of EEO complaints, appeals, and grievances; and coordinates personnel services delivered from Navy HRSC and CHRO-SW.

3. Assistant Chief Of Staff, G-1. The Manpower Director, Assistant Chief of Staff G-1 (AC/S G-1), is the Commanding General's executive staff assistant in matters pertaining to manpower under the staff cognizance of the Deputy Commander. The Director exercises staff cognizance over the G-1 Operations Division (including the Adjutant, the Base Career Planner, and the Base Post Office), Manpower Operations Division, TFAS Implementation Division, Orders Management Division, Information Management Division, and Personnel Management Division. This includes administrative control of the Manpower Information Systems Support Office (MISSO), Human Resources Office, and the Marine Corps University.

4. Base Chaplain. The Chaplain performs the general duties of an executive staff officer, under the staff cognizance of the Deputy Commander, with respect to the moral, spiritual, and religious welfare of the command. The Chaplain promotes the personal well-being of members of the Base and tenant activities by providing ministries appropriate to their needs and by providing logistical support for all chaplains when they exercise their religious ministries as a part of the Base Chapel Program.

5. Marine Corps Community Service. The Marine Corps Community Service (MCCS) Director performs the duties of an executive staff officer, under the staff cognizance of the Deputy Commander, for the purpose of providing active duty military and other authorized patrons with articles of goods and services necessary for their health, comfort, and convenience; for providing well rounded, wholesome athletics, recreation leisure time activities to ensure their mental, physical, and social well being; and for providing dining, beverage, and entertainment services. The Director, MCCS is responsible for four major departments: Marine Corps Family Team Building, Semper Fit, Business Operations, and General Support.

6. Assistant Chief Of Staff G-3. The Base Operations Officer, Assistant Chief of Staff G-3 (AC/S G-3), performs the duties of an executive staff officer, under the staff cognizance of the Deputy Commander, while maintaining operational control over the Combat Information Visual Support Center (CVIC), Waterfront Operations, Explosive Ordnance Disposal Branch, Corporal's Course, and the ranges at Kaneohe Bay, Pu'uloa, Marine Corps Training Facility Bellows, and all other Marine Corps Base Hawaii training facilities. The AC/S G-3 conducts emergency management, anti-terrorism/force protection planning and tasking, as well as planning, coordinating, and managing the non-operational installation planning for Marine Corps Base Hawaii. Additionally, the AC/S G-3 maintains staff cognizance with the Staff Noncommissioned Officer Academy located at Marine Corps Base Hawaii.

7. Assistant Chief Of Staff G-4. The Installations and Logistics Director, Assistant Chief of Staff G-4 (AC/S G-4), is the executive staff officer in matters pertaining to Installations and Logistics aboard Kaneohe Bay, Camp Smith, Pu'uloa, Pearl City, Waikane Valley, Molokai, and Manana, under the staff cognizance of the Deputy Commander. The Director exercises staff cognizance over the Facilities, Supply, Family Housing, and Environmental

MARINE CORPS BASE HAWAII ADMIN MANUAL

Compliance and Protection Departments. Additionally, the Director coordinates the work of the Resident Officer in Charge of Construction, Kaneohe Bay; Public Works Center, Pearl Harbor Service Contracts Detachment, Kaneohe Bay; and Commissary and Veterinary functions. The MCBH Commissary is an element of the Defense Commissary Agency and the MCBH Veterinary Office is staffed by the Tripler Army Medical Center. The Resident Officer in Charge of Construction and the Public Works Center are elements of the Pacific Division, Naval Facilities Engineering Command and the Public Works Center.

8. Assistant Chief Of Staff G-6. The Communication Information Systems Director, Assistant Chief of Staff G-6 (AC/S G-6), performs the duties of an executive staff officer under the staff cognizance of the Deputy Commander with respect to communications and information system matters. The Department is directly responsible for five main branches: Systems Planning & Engineering (SPE) branch, Information Systems Management Office (ISMO) branch, Local Control Center (LCC) branch, Telephone branch, and Electronic Key Management System (EKMS) branch.

9. Public Affairs. The Director, Public Affairs Office (PAO), performs the duties of an executive staff officer under the staff cognizance of the Deputy Commander with respect to public affairs. The PAO coordinates and responds to all queries and requests from civilian and military media regarding any MCBH tenant organization. Additionally, the PAO is responsible for developing and executing the commanding general's internal communication plan in the form of the Hawaii Marine newspaper to all Hawaii Marines, family members, civilian employees and retirees. The department is comprised of the Media Branch, the Community Relations Branch, and the Administration Branch.

10. Assistant Chief of Staff Comptroller. The Assistant Chief of Staff Comptroller (AC/S Comptroller) performs the duties of an executive staff officer under the staff cognizance of the Deputy Commander with respect to financial management, resource management, military pay, and civilian pay matters. The office establishes, coordinates, and maintains an integrated system for financial management and resource efficiency improvement in order to provide the Commanding General with the factual data essential for effective management control of all resources at Marine Corps Base Hawaii (MCBH). The department accomplishes this through the Resource Evaluation and Analysis (RE&A) Division, the Financial Management Division, and the Finance Division.

11. Base Safety. The Base Safety Center (BSC) Director performs the duties of an executive staff officer, under the staff cognizance of the Deputy Commander, Marine Corps Base Hawaii (MCBH) pertaining to all matters of safety aboard the base for military and civilian personnel residing, working, training, and visiting. The BSC provides tactical safety to the Major Subordinate Commands aboard MCBH during field operations and deployments. The Director exercises staff cognizance over the Base Safety Center's Tactical Safety Division, Occupational and Health Division, Traffic Management Division, Hazardous Waste Division, Safety Training Division, Explosive Safety Division, Radiation and Laser Safety Division and the Recreational Safety Division. The Director also exercises staff cognizance with the Federal Fire Department aboard MCBH, which oversees fire safety training and the fire inspection programs.

MARINE CORPS BASE HAWAII ADMIN MANUAL

12. Base Inspector. The Base Inspector serves as an executive staff member under the staff cognizance of the Deputy Commander with respect to inspections, investigations, request masts and the Equal Opportunity Program. The Inspector is responsible for administering the Commanding General's Inspection Program; maintaining files of all MCBH inspections; ensuring corrective action has been taken as required; coordinating support for visiting inspection teams; and acting as liaison officer between outside inspection teams and the Command. Additionally, the Inspector has cognizance over investigations and inquiries concerning compliance with base regulations (BaseO P5500.15_) for cases presented to the Base Magistrate, hotline complaints and requests for assistance, mediations involving neighborhood disputes within family housing, appeals for revocation of base driving privileges and barment of individuals from access to MCBH.

13. Staff Judge Advocate, Base Legal. The Staff Judge Advocate (SJA) performs the duties of an executive staff officer pursuant to Article 6, Uniform Code of Military Justice, under the staff cognizance of the Deputy Commander. The SJA operates and manages the Legal Services Center, Marine Corps Base Hawaii and advises the Commanding General, subordinate commanders, tenant commanders, and their staffs on all legal matters. The SJA provides legal services support which includes, but is not limited to the following areas: military justice, administrative law, legal assistance, installation law, labor law, international law, environmental law, law of war, and standards of conduct and government ethics. Additionally, the SJA prepares written reviews and actions on JAG Manual investigations, pretrial investigations, summary, special, and general courts-martial, nonjudicial punishment appeals, administrative discharge packages, and prosecutes civilian offenders under the Special Assistant United States Attorney Program.

14. Military Police Department. The Provost Marshal performs the general duties of an executive staff officer, under the staff cognizance of the Deputy Commander, with respect to military police matters. This includes the technical and administrative cognizance of matters relating to the security of both MCBH Kaneohe Bay and Camp Smith. The functions include law enforcement, accident and criminal investigations, flight line security, traffic control, crime prevention and physical security. The Military Police Department also provides identification, registration, and lost and found services. Additionally, the military police department enforces pet control and wildlife conservation regulations, provides antiterrorism/high risk incident countermeasures, and coordinates with federal, civil, and military activities concerning security and law enforcement matters.

15. Medical and Dental Clinic

a. Medical Clinic. The Kaneohe Bay Branch Medical Clinic is a branch of the Naval Medical Clinic (NMC) Pearl Harbor, Hawaii. The Clinic provides professional outpatient medical services to military personnel of MCBH Kaneohe Bay, III MEF tenant commands, other tenant activities, their beneficiaries, and other authorized personnel. Additionally, the Clinic cooperates with other military activities and civilian agencies in health and sanitation problems.

b. Dental Clinic (21ST Denco). The 21st Dental Company is a Fleet Marine Force unit in an active status under the administrative control of the Commanding Officer, 3d Dental Battalion, 3d Force Service Support Group (3d

MARINE CORPS BASE HAWAII ADMIN MANUAL

FSSG), and under the operational control of the Commanding Officer Combat Service Support Group-3 (CSSG-3) as designated by the Commander, Marine Forces Pacific (COMMARFORPAC). Dental Liaisons are assigned to interact with all operational units assigned to Marine Corps Base, Hawaii and maintain operational dental readiness above 95 percent. In garrison and while deployed, 21st Dental Company provides comprehensive dental care to the military personnel of Marine Corps Base Hawaii, tenant activities, and other authorized personnel.

1005. TENANT COMMANDS

1. The Commanding General, Marine Corps Base Hawaii, as the Deputy Commanding General, III Marine Expeditionary Force, Hawaii, will directly represent the CG, III MEF in local matters of mutual concern, deconflict local issues or problems affecting III MEF commands and coordinate matters related to III MEF Forces in Hawaii with MCBH and/or MarForPac as required.
2. Policy and command matters related to the Aviation Support Element Kaneohe, CSSG-3, and 3d Marines remain under the cognizance and responsibility of the CG, 1stMAW; CG, 3d FSSG; and CG, 3d MarDiv, respectively.
3. The Deputy CG, III MEF, Hawaii is delegated authority to coordinate matters of local concern among III MEF Forces in Hawaii. He is the primary point of contact for all external support requirements.
4. In addition, the Deputy CG, III MEF, Hawaii will have direct authority over matters involving internal support requirements among III MEF Forces, Hawaii. This authority extends, but is not limited to issues involving scheduling of local events of mutual interest to III MEF Forces, activities of the Comptroller Detachment, prioritization of local III MEF commitments, and the maximization of capabilities and resources resident within III MEF Forces, Hawaii.
5. The Commanding Officers of the tenant commands, in coordination with their respective parent commands, will prioritize, negotiate, and execute formal detailed agreements to facilitate the operational, training, and support functions of III MEF Forces, Hawaii.
 - a. Commander, Patrol and Reconnaissance Force Pacific (COMPATRECONFORPAC). The mission of COMPATRECONFORPAC is to support the U.S. Pacific Fleet and unified commands by providing interoperable, combat-ready U.S. Naval Aviation Maritime Patrol and Reconnaissance Forces which are forward deployable, thoroughly trained, properly manned, well-maintained and fully supported. COMPATRECONFORPAC maintains complete administrative and operational control of the unit, to include General Court-Martial Convening Authority, though the administrative support is provided by Marine Corps Base Hawaii.
 - b. 1st Marine Aircraft Wing, Aviation Support Element, Kaneohe (ASEK). The mission of the (ASEK) is to provide combat ready helicopter squadrons in support of 3rd Marine Regiment and the Unit Deployment Program while being prepared to provide assault support squadrons for world-wide sourcing. In addition, initial training will be provided to all CH-53D replacement aircrews.

MARINE CORPS BASE HAWAII ADMIN MANUAL

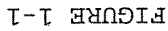
c. 3d Marine Regiment (3dMar). 3d Marine Regiment will locate, close with, and destroy the enemy by fire and maneuver, and repel the enemy's assault by fire and close combat. The Regiment is prepared to provide amphibious forcible entry capability to the Naval Expeditionary Force (NEF) and to conduct subsequent operations ashore across the spectrum of conflict in all operating environments. 3d Marines is designated as the 3d Marine Division Maritime Prepositioning Force (MPF) and accordingly, will be prepared to deploy by whatever means are available (sea and air) to link up with MPF equipment. The Regimental Commander will fight his battles using combined arms tactics and task organize his regiment to the demands of each mission.

d. Combat Service Support Group 3 (CSSG-3). The mission of CSSG-3 is to provide direct and general support to Marine Forces in the Hawaiian island chain. Upon deployment, provide direct and general support to the Marine Air Ground Task Force or joint/combined/federal/agencies as directed.

e. 1st Radio Battalion (1stRadBn). The mission of 1st Radio Battalion is to provide Signals Intelligence and Electronic Warfare support to the Commander, Marine Forces Pacific and his Marine Expeditionary Forces (MEF's) throughout the Pacific and Indian Ocean Theaters of operation.

f. Inspector & Instructor Staff, 4th Force Reconnaissance Company (-). The mission of I&I 4th Force Reconnaissance Co(-) is to provide trained units and qualified individuals for active duty in the Marine Corps in time of war or national emergency and at such times as national security may require.

g. Helicopter Antisubmarine Squadron Light THIRTY-SEVEN (HSL-37). The mission of HSL-37 is to provide Middle Pacific Fleet based ships with combat ready Light Airborne Multi Purpose System (LAMPS) detachments capable of sustained operations at sea.



MARINE CORPS BASE HAWAII ADMIN MANUAL

CHAPTER 2

STAFF FUNCTIONING

	<u>PARAGRAPH</u>	<u>PAGE</u>
STAFF ACTIVITIES.....	2000	2-3
STAFF STUDIES.....	2001	2-5
ACTION BRIEF.....	2002	2-6
STAFF ACTION PAPERS.....	2003	2-6
STANDARD CORRESPONDENCE.....	2004	2-6

MARINE CORPS BASE HAWAII ADMIN MANUAL

CHAPTER 2

STAFF FUNCTIONING

2000. STAFF ACTIVITIES. Staff officers make continuing estimates and analyses as a basis for recommendations to the commander and other agencies. Simply stated, staff officers provide information and make recommendations. These recommendations should be framed so that the commander need merely approve or disapprove.

1. Correspondence Control

a. Taskers. The Staff Secretary's office will assign a control number and due date to correspondence coming from the Commanding General, Deputy Commander, or Chief of Staff that has a deadline. The Staff Secretary's Office will forward these taskers to cognizant staff agencies for appropriate action. Taskers may assign a Staff Study, an Action Brief, or a Staff Action Paper. Refer to the following paragraphs and their appropriate appendices for guidance on the format of the tasker assigned. The Staff Secretary's office is responsible for tracking taskers through completion. A "Tasker Control List" will be published electronically and distributed to all staff agencies and will list all unanswered taskers. Extensions to tasker due dates will be granted on a case-by-case basis unless the Commanding General personally imposed the deadline or the Tasker Sheet indicates no extension will be granted. See Appendix A for a sample tasker cover letter.

(1) If a tasker directs a meeting with the Commanding General, Deputy Commander, or Chief of Staff, the due date on the tasker is the date which the meeting must be scheduled, not take place.

(2) Once a meeting has been scheduled, the tasker that directed said meeting will be deleted from the Tasker Control List, and the follow-up action will be the responsibility of the cognizant staff agency.

b. Personal Mail. If correspondence addressed personally to the Commanding General, Deputy Commander, or Chief of Staff is received directly by a staff agency, deliver it immediately to the Adjutant. For instance, if the envelope reads, "Commanding General (Logistics)" and the letters reads, "Dear General Parker," or the content of the letter appears to be meant for the General, or the colonels, themselves, deliver the correspondence directly to the Adjutant for determination.

2. Correspondence Preparation, Submission, and Routing Instructions

a. Pen changes and strikeovers will not be accepted on correspondence submitted for the signature of the Commanding General, Deputy Commander, or Chief of Staff.

b. Proofread correspondence several times and check it carefully to ensure it has been correctly prepared. The following is the recommended method of proofreading:

MARINE CORPS BASE HAWAII ADMIN MANUAL

(1) Do not read for substance until you are sure everything else is correct.

(2) Look at the "framework" of the correspondence:

(a) Is letterhead correct?

(b) Are margins 1 inch?

(c) Are page numbers centered ½ inch from the bottom of the page?

(d) Is there enough/too much room for the date?

(e) Are paragraphs aligned, indented properly?

(f) Are enclosure markings correct?

(g) Are paragraphs sequentially numbered/lettered?

(h) Are more than three lines hyphenated, and are successive lines hyphenated?

(3) Look for typographical errors, misspelled words, improper punctuation, and incorrect grammar.

(4) Read one last time for content.

c. Completed correspondence/taskers for the command deck should be routed through other interested staff agencies for review and indication of concurrence or nonconcurrence. The staff officers concerned indicate concurrence by affixing their initials and date to the routing sheet. In all cases of nonconcurrence, those staff officers will include comments as appropriate. See Appendix B for the standard route sheet format. Use only one route sheet per package, and use the following guidelines to prepare it:

(1) Be specific when describing the subject. For example, use "CERTIFICATE OF APPRECIATION FOR LCPL I. M. MARINE," vice "CERTIFICATE OF APPRECIATION."

(2) Plain white full page tabs will be used for all correspondence forwarded for the Commanding General, Deputy Commander, or Chief of Staff. Use these tabs to attach all references and enclosures to packages. If a reference is too bulky, attach a copy of the pertinent page(s). These tabs should be attached to present a neat, uniform appearance. Tabs will be arranged starting from the bottom right and working up.

(3) On decision packages, always provide a decision ladder (see Appendix N).

(4) If the package is in response to a tasker, always return the original tasker with the package.

MARINE CORPS BASE HAWAII ADMIN MANUAL

(5) If a package has been reworked, always return the paperwork that indicates the previous error(s).

(6) If a package is urgent, hand-deliver it to the Adjutant's office.

e. Once correspondence is in final form (staffing complete, ready for signature) route it to the Staff Secretary, via the Adjutant for processing to the Chief of Staff, Deputy Commander, or Commanding General.

f. Forward all fitness reports (signed or reviewed by the Chief of Staff, Deputy Commander, or Commanding General), awards [see Ref (h)], and correspondence via the Base Adjutant for administrative screening. All operational orders, letters, directives, memorandums, etc, signed by the Commanding General are mailed from and filed in the Base Adjutant's Department.

g. Signature Blocks

(1) When the Commanding General is on island, the "From:" line is "From: Commanding General, Marine Corps Base Hawaii" and the "signature" line is "R. E. PARKER, JR."

(2) When the Commanding General is off island, the "From:" line is "From: Commander, Marine Corps Base Hawaii" and the "signature" line is "J. A. LEMOINE."

(3) Chief of Staff. The "From:" line is "From: Chief of Staff, Marine Corps Base Hawaii" and the "signature" line is "A. Falcon."

4. Follow-up Action. The staff ensures receipt of the plan or order by those Units and agencies for whom it is intended, makes certain it is understood, and assists in the execution of the order when necessary. Recommendations for Modifications and elaborations by subordinate units or by the staff itself are initiated and submitted to the commander when circumstances demand.

2001. STAFF STUDIES. The military staff study is a means of identifying, analyzing, and solving a problem or determining the desirability of a course of action. It is the result of thorough military research and is the means of conveying to the commander or other superiors a report of the analysis made by the author, together with his conclusions and recommendations. It assists the commander in making a decision. A single staff study can solve only one problem. If two or more problems exist, they must be the subject of different studies. It is the responsibility of the author of the study to present all of the facts bearing on the problem under consideration. He sets forth not only the facts supporting his conclusion, but those opposed to his point of view as well. It is imperative that conclusions be a result of reasoned judgement and flow logically from the facts and discussion. The writer who develops a study to prove a preconceived notion is selling a point, not solving a problem. Objectivity is of paramount importance. See Appendix C.

MARINE CORPS BASE HAWAII ADMIN MANUAL

2002. ACTION BRIEF. An action brief is a condensed version of a staff study. In its application to a question of nonconcurrence, it is limited to consideration and discussion of the specific point of unresolved difference. A suggested format for an action brief is located in Appendix D.

2003. STAFF ACTION PAPERS. Several other staff action papers may be tasked, from time to time, from the Commanding General. These are used for specific purposes during the course of normal staff action to enable rapid and accurate response in a variety of situations.

1. Position Paper. The position paper is a study type document which develops and recommends an official position on a particular proposition. It includes a clear statement of why an official position is required, essential background of the problem/subject, and a rationale of the recommended position. See Appendix E.

2. Information Paper. The purpose of the information paper is to provide factual data regarding a specific topic. See Appendix F.

3. Point Paper. A point paper is an informal paper listing significant facts on a specific problem/subject. Logical sequence is desirable, but not mandatory if deadline precludes, or if the relative transience or unimportance of the subject matter does not warrant a more detailed treatment. The point paper may be distributed to individuals for retention. See Appendix G.

4. Talking Paper. A talking paper is a narrative form which can be used to advance a point of view or summarize an action or a proposal. It normally should stand by itself without reference to backup material. A talking paper can either be tabled or distributed. See Appendix H.

2004. Standard Correspondence. Whenever possible, we should use the operation order format in Appendix I within standard correspondence. However, when the operation order format would be inappropriate, SECNAVINST 5216.5D, is the source document for the standardization of other Naval correspondence. Appendices J, K, and L cover just a few of the many documents described in the manual. They are provided as broad guidance and not meant to replace the specific guidance which comes directly from the SECNAVINST.

1. Letter of Instruction. Depending on their purpose, scope, content, and method of issue, combat orders pertain to strategic or tactical operations and attendant administrative matters. Operation orders carry with them the obligation of immediate execution or execution at a specified time or date. It is a directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. An operation order provides for coordinated action in executing the decision of a commander relative to the conduct of an operation. See Appendix I.

2. Standard Letter. Use the standard letter or one of its variations to correspond officially with addressees if DOD. Also, use it when writing to addressees outside DOD if you know they have adopted this format. Outside users include the Coast Guard and some contractors who deal widely with the

MARINE CORPS BASE HAWAII ADMIN MANUAL

Navy and Marine Corps. The format of a standard letter, with slight variations, sets the pattern for joint letters, multiple address letters, endorsements, and directives. See Appendix J.

3. Business Letter. Use the business letter to correspond with agencies, businesses, or individuals outside DOD, who are unfamiliar with the standard letter. It also may be used for official correspondence between individuals within DOD, when the occasion calls for a personal approach. See Appendix K.

4. Memorandum. A memorandum provides an informal way to correspond within an activity or between Department of the Navy activities. SECNAVINST 5216.5D explains the seven different memorandums which may be used. The most commonly used memorandum is a Letterhead Memorandum. See Appendix L.

5. Commanding General Stationary. Under certain situations, the Commanding General may want to write correspondence that would be more personal. The "Flag" letterhead may be requested on these occasions. See Appendix M.

APPENDIX A

MARINE CORPS BASE HAWAII TASKER

MARINE CORPS BASE HAWAII TASKER

CONTROL # _____

DATE: _____

From: Deputy Commander, Marine Corps Base Hawaii

To: _____

Subj: _____

1. The attached correspondence is forwarded for:

_____ Appropriate action (see remarks)

_____ Prepare Recommendation for: _____CG _____D/CG _____ C/S

_____ Prepare Reply for: _____CG _____D/CG _____ C/S

Format: _____ Staff Study	_____ Action Brief
_____ Position Paper	_____ Position Paper
_____ Info Paper	_____ Point Paper
_____ Talking Paper	_____ Letter of Instruction
_____ Standard Letter	_____ Business Letter
_____ Memorandum	_____ CG's Stationary
_____ Decision Ladder	_____ Executive Summary
_____ Email	

_____ Coordinate staffing with _____ (copy furnished)

(Info copy provided to: _____)

2. For completion purposes:

_____ Due to Staff Secretary by: _____ Extended to: _____

_____ Furnish copy of reply or email to Staff Secretary by: _____

3. Remarks: _____

For questions/extensions contact the Staff Secretary's Office at 257-7705/6/7.

Request you answer taskers by the date indicated on the "Furnish copy of reply or email to Staff Secretary by:" line. If for some reason you cannot accomplish this task by the designated due date, an interim reply explaining why, and an anticipated completion date is directed.

R. J. MCDOUGALL
By direction

MARINE CORPS BASE HAWAII ROUTING SHEET

SSIC:

Date:

Operation Codes

X-Originator	F-Initial
A-Appropriate Action	G-Guidance
B-Comment	H-Hold
C-Concurrence	I-Information
D-Decision	O-Other
E-Recommendation	R-Return to:
	S-Signature

Subject

BE SPECIFIC WHEN LISTING SUBJECT
(I.E. "CERT COMM FOR CPL I.M.
MARINE," VICE "CERTCOMM.")

R T G	C O D E	ADDRESSES	D A T E IN	D A T E OUT	C O N C U R	N O N C O N C U R	Routing disposition		Originator's Initials	Due Date
							Routine	Urgent		
		Commanding General Staff					Reference Held By: (Name/Grade/Office Code/Ext)			
		Commanding General					<p><u>TAB</u> A. Use this and following Tabs for background information (i.e. tasker sheet, etc.)</p> <p><u>REF</u> A. (Self-explanatory) B.</p> <p><u>PURPOSE.</u> What you are providing. For example, "To provide the CG with info on upcoming conference."</p> <p><u>BACKGROUND.</u> A short summary of who, what, where, when, and why.</p> <p><u>DISCUSSION.</u> This section contains a concise narrative of salient points related to the topic. (What points does the CG need to know before signing the document or making a decision.</p> <p><u>RECOMMENDATION.</u> A clear and concise statement permitting simple approval or disapproval, or signature (i.e. "That the CG concur with Tab B and sign Tab A."</p> <p style="text-align: center; margin-top: 20px;">SIGNATURE BLOCK</p>			
		Deputy Commander								
		Chief of Staff								
		Staff Secretary								
		Sergeant Major								
		Aide de Camp								
		Protocol								
		Executive Staff								
		AC/S G-1								
		AC/S G-2								
		AC/S G-3								
		AC/S G-4								
		AC/S G-5								
		AC/S G-6								
		AC/S Comptroller								
		Base Adjutant								
		Business Manager								
		Base Chaplin								
		Base Safety								
		Base Inspector								
		SJA – Base Legal								
		Public Affairs Office								
		Director, MCCA								
		Human Resource Office								
		Military Police Department								
		Medical & Dental Clinic								
		HQ Battalion								
		MCAF								
		Tenant Commands								
		3d Marines								
		Mag-24								
		CSSG-3								
		1stRadBn								
		4th Force Recon								
		CPRFP					CONTROL #			

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX C

STAFF STUDY

Copy no. ___ of ___ copies
Originating Section
Parent Headquarters
Place of Issue
Date/Time of Issue

SUBJECT

The subject matter is indicated briefly, but in sufficient detail to facilitate filing and future reference.

INTRODUCTION

An introduction is not necessary, but may be used to clarify an understanding of the problems or to limit the scope. It should be brief and should not include discussion material.

1. PROBLEM

The problem is stated in concise and specific terms. A statement beginning with an infinitive is commonly employed, but other forms of expression may be used when more desirable.

2. ASSUMPTIONS

If there are no assumptions, indicate by so stating. Assumptions are used to bridge gaps between known facts and their use may be necessary to complete the problem solving process. Unnecessary assumptions are avoided, and care is taken to avoid substituting assumptions for ascertainable factors or for conclusions. An assumption is defined as a supposition regarding the current situation, or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof to the contrary. They may be necessary to enable the commander, in the process of planning, to complete his estimate of the situation and make a decision on his course of action.

3. FACTS BEARING ON THE PROBLEM

Known and established facts having a direct bearing on the problem. These are stated concisely and the source shown. They are indicated and numbered in the order of first appearance in the study.

4. DISCUSSION

The facts and assumptions and their implications are analyzed in this paragraph. The reasoning, which leads to the conclusions and recommendations, is set forth. This paragraph is logical development of all pertinent aspects of the problem, including formulation, analysis, and comparison of possible solutions and courses of action. An essay-type statement of facts, assumptions, and their interrelation to the problem does not satisfy the requirements of this paragraph. If

a detailed discussion is attached as an annex, then the discussion paragraph in the body of the study should be a summary of the annex. In these instances the discussion paragraph must contain sufficient information to ensure understanding without reference to the annex. A statement "See Annex B, detailed discussion" does not suffice.

5. CONCLUSION

The reasoning set forth in the discussion culminates in conclusions which are presented here in concise form. Statements in the conclusions paragraph should begin with: "That the..." They should not be a restatement of the facts or assumptions, but rather should be solutions which are logically derived from the analysis in the discussion.

6. ACTION RECOMMENDED

Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the approving authority. Normally recommendations begin with "That" or "It is recommended that" (list subparagraphs). If an implementing document is required, it should be attached with a recommendation for signature to implement and forward as necessary.

SIGNATURE
NAME
RANK AND SERVICE
TITLE

Recommendations	Approved	Disapproved
6.a.	_____	_____
6.b.	_____	_____
6.c.	_____	_____

ANNEX A: Bibliography

1. Author, title, year of publication, name of publisher.
- 2.
- 3.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX D

ACTION BRIEF

SUBJECT

Identify the subject in relation to the basic staff study, other staff paper, or directive.

1. PROBLEM

The question in consideration or point of unresolved difference is stated in concise and specific terms.

2. DISCUSSION

The unresolved question is analyzed, points of difference are compared, and the author's conclusions are stated in this paragraph. Supporting documents are essential and they are appended as Tabs A, B, etc.

3. RECOMMENDATIONS

Recommendations are submitted as clear, concise statements followed in each recommendation by spaces identified as APPROVED or DISAPPROVED to permit simple initialing action by the approving authority.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX E

POSITION PAPER

SSIC

Date

POSITION PAPER

Subj: The subject matter is indicated briefly, but in sufficient detail to facilitate filing and future reference.

Ref: (a) References are listed as appropriate.
(b) If none are appropriate, enter the notation "None."

1. PROBLEM

The problem statement tells what the problem is for which the position paper is being developed. Usually stated "To develop a...position..."

2. WHY REQUIRED

- a. A position paper also states why the paper is required.
- b. It is directed by higher headquarters?
- c. Etc.

3. BACKGROUND

- a. The background sets forth in concise terms what has gone before.
- b. It provides answers to such potential questions as:
 - (1) Is this an ongoing thing?
 - (2) Did something suddenly occur requiring reexamination?

4. POSITIONS OF OTHER AGENCIES

The position of other agencies are addressed when appropriate, otherwise this part of the position paper has the caption "Not Applicable" inserted.

5. RECOMMENDED POSITION

The recommended position is stated in clear, concise terms. Use this paragraph to describe additional correspondence that is included for signature as a recommendation.

6. RECOMMENDATION

The recommendation is what you recommend to be done; e.g. "Approve the attached statement," or "reconsider..." A decision block would also be included for the decision to be recorded by the approving authority. The attached statement of the position, referred to in paragraph 5, is prepared for signature and distribution. It can be approved by signing, at which time promulgation can be expeditiously made.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX F

INFORMATION PAPER

(Date)

Subject: Format for an Information Paper

1. Purpose. Why is the information being provided?

2. Key Points

- . Use these papers to convey information for the reader's use in preparing for a meeting or briefing

- . Present facts and use clear, concise wording.

- Tick and bullet format is preferred. Use key words and phrases.

- . General format is not as important as content.

- Tailor the paper to fit the need.

- . Convey information you would want to know if you were starting cold to prepare for a meeting

- . Alert the reader to potential trouble areas.

- Identify hidden agendas.

- . A length of one page is preferred. Two pages is maximum.

- . If the meeting is one-on-one with someone the reader does not know, attach a biographical sketch.

Prepared by:

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX G

POINT PAPER

SSIC
Date

POINT PAPER

Subj:

The subject matter is indicated briefly, but in sufficient detail to facilitate filing and future reference.

1. The salient points which relate to the subject are listed.
2. These points are written as short, concise statements.
3. The points are arranged in logical sequence.

SUMMARY

The salient points are followed by an even more concise summary. This summary may include any conclusion or position which is appropriate.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX H

TALKING PAPER

SSIC
Date

TALKING PAPER

For use by (name and title of person for whose use the paper is prepared)

Subj:

The subject matter is indicated briefly, but in sufficient detail to facilitate filing and future reference.

BACKGROUND

The background sets forth in concise terms what has gone before. It provides answers to such potential questions as: Is this an ongoing thing? Did something suddenly create this requirement?

DISCUSSION

The discussion is concise narrative of all the salient points related to the topic under discussion. References that are used as a source are cited in the discussion.

RECOMMENDATION

Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the approving authority.

APPROVAL

An approval block is provided for authentication by the approving authority.

ACTION OFFICER

The name of the action officer who prepared the paper should be included.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX I

LETTER OF INSTRUCTION

SSIC
Originator's Code
Date

From: Commanding General, Marine Corps Base Hawaii
To: Distribution

Subj: LETTER OF INSTRUCTION FOR _____

Ref: (a)

1. Situation.
2. Mission.
3. Execution.
 - a. Concept of Operations.
 - b. Tasks.
 - c. Coordinating Instructions.
4. Administration and Logistics.
 - a. Concept of Support.
 - b. Logistics.
 - c. Personnel.
 - d. Coordinating Instructions.
5. Command and Signals
 - a. Signals.
 - b. Command.

* See MCWP 5-1 for further guidance.

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX J

STANDARD LETTER

SSIC
Originator's Code
Date (D MM YY)

From: Title of activity head, name of activity, location when needed
To: Title of activity head, name of activity, location when
needed (Code)
Via: (1) Title of activity head, name of activity, location when
needed (Code)

Subj: NORMAL WORD ORDER WITH ALL LETTERS CAPITALIZED

Ref: (a) Communication or document that bears directly on the subject
at hand

Encl: (1) Title of material enclosed with letter

1. This example shows the first page of a standard letter that would be printed on Marine Corps Base Hawaii Letterhead. This shows many of the elements that might appear on a standard letter. Ensure that references and enclosures are mentioned sequentially in the text.

2. The paragraphs should be numbered as follows.

a. Don't start a paragraph at the bottom of the page unless you can carry at least two lines over to the next page.

b. Don't number the first page; number only second and later pages.

M. A. MARINE
By direction

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX K

BUSINESS LETTER

SSIC
Originator's Code
Month Day, Year

Mr. A. B. Seay
Vice President, Accounting
Widgets Unlimited, Inc.
1234 Any Street
Baltimore, MD 21085-1234

Dear Mr. Seay:

SUBJECT: PREPARATION OF A BUSINESS LETTER

This example shows a one-page business letter. A "subject" line is optional and may replace the salutation. Phrase the "subject" line in normal word order. Make it very brief, to the point, and not longer than one line. Capitalize every letter in the subject line.

Refer to previous communications and enclosures in the body of the letter only, without calling them references or enclosures. Do not number main paragraphs. Subparagraphs are numbered and lettered the same as a standard letter.

Do not number the first page of a single page letter or multiple page letters. The first page is assumed to be page 1.

To send an addressee an information copy or a courtesy copy, type "Copy to:" flush with the left margin, two lines below the "signature" block or two lines below any preceding notation, such as the enclosure or separate mailing notification.

Sincerely,

M. A. MARINE
Contracting Officer

Enclosures: 1. Sample Business Letter
2. SECNAVINST 5216.5D

Separate Mailing: Secretarial Handbook

Copy to: Chief of Naval Operations

APPENDIX L

LETTERHEAD MEMORANDUM



**UNITED STATES MARINE CORPS
MARINE CORPS BASE HAWAII
BOX 63002
KANE OHE BAY, HAWAII 96863-3002**

N REPLY REFER TO:
SSIC
Originator's Code
DATE

MEMORANDUM

From: Head, Management Services Department, Naval Air
Facility, Detroit
To: Operations Officer, Navy Regional Data Automation
Center, San Francisco

Subj: LETTERHEAD MEMORANDUM

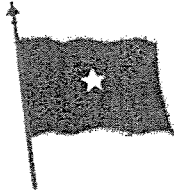
1. When used within an activity, the letterhead memorandum provides more formality than the printed memorandum form or the plain-paper memorandum.
2. A letterhead memorandum may be sent outside your activity if:
 - a. Direct liaison is authorized,
 - b. The matter is routine,
 - c. The memo neither makes a commitment nor takes an official stand.
3. Generally follow the standard letter format, but type "MEMORANDUM" as shown here.

M. A. MARINE

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX M

COMMANDING GENERAL'S STATIONARY



30 April 2001

Dear

Thank you for volunteering this year at the Marine Corps Base Hawaii Tax Center. As a Volunteer Income Tax Assistant, you provided comprehensive tax services to the base community saving Marines, Sailors, and family members over \$413,000 in tax assistance. Many in our community cannot afford these valuable services, and your efforts have had a direct and positive impact in their quality of life.

This was a record-breaking year for the Tax Center, completing over 5,000 Federal returns and 4,000 state returns. You assisted in returning over \$4,500,000 to taxpayers. These record breaking numbers could not have been achieved without your time and effort.

Again, I wish to thank you for your valuable assistance with this year's tax services, and I wish you the best in all your endeavors.

Sincerely,

A handwritten signature in cursive script, appearing to read "R. E. Parker Jr.", written over the typed name.

R. E. PARKER, JR

MARINE CORPS BASE HAWAII ADMIN MANUAL

APPENDIX N

DECISION LADDER

FOR DECISION BY THE COMMANDING GENERAL:
(Give a brief synopsis of the recommendation)

Deputy Commander Recommends: Approval _____

Disapproval _____

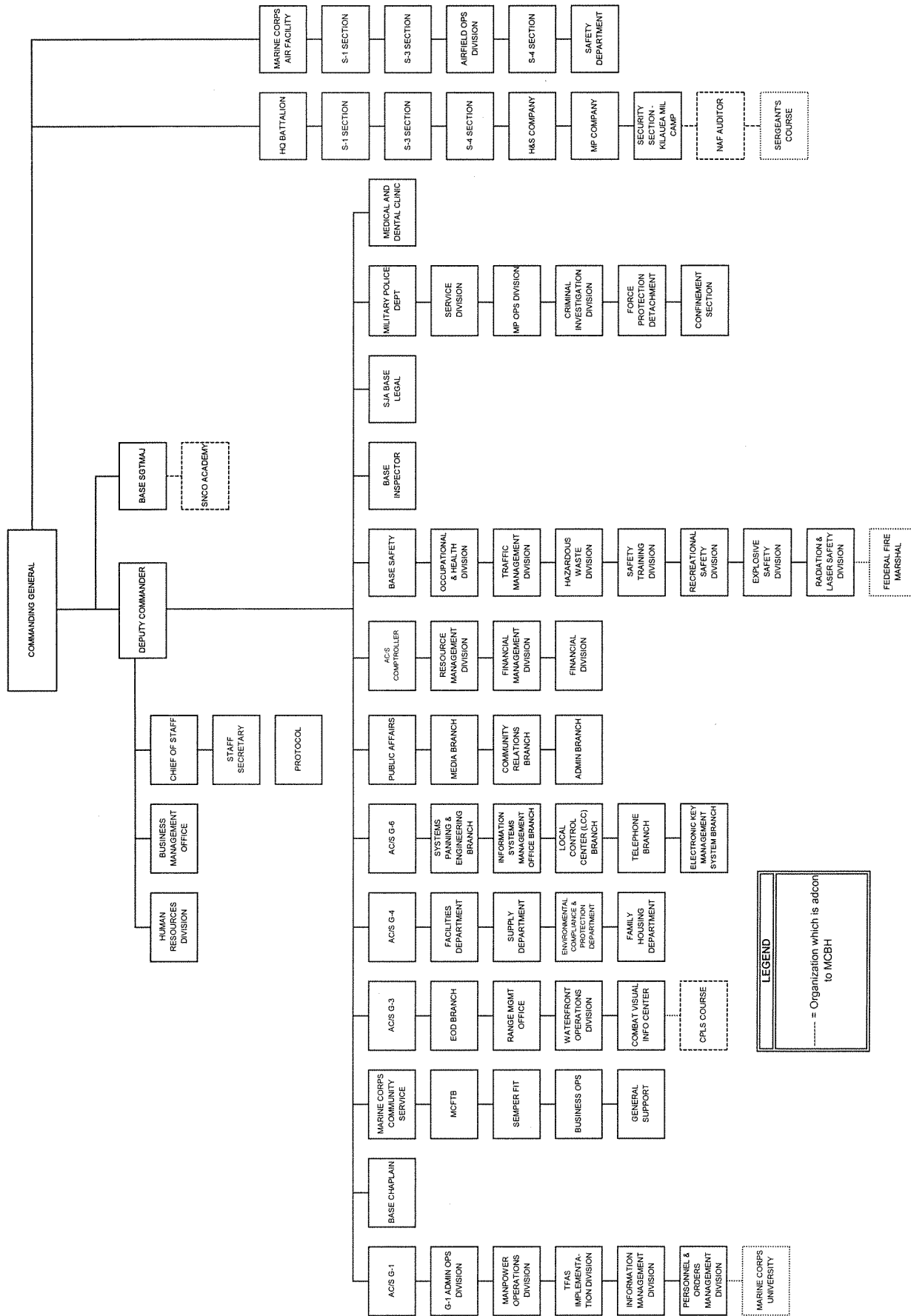
Commanding General Decision: Approved _____

Disapproved _____

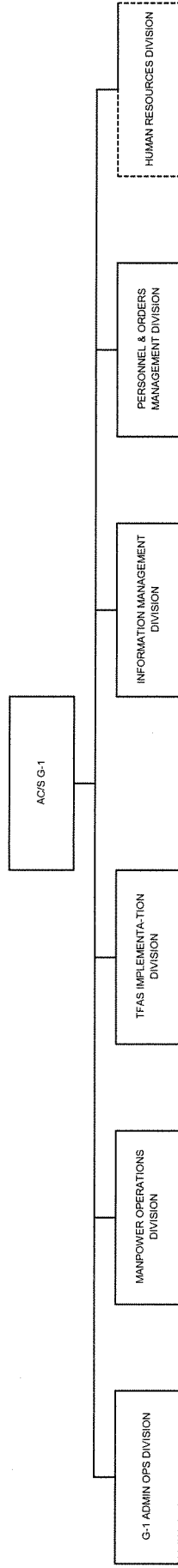
Notes:

*If there are multiple recommendations, repeat the above decision ladder for each recommendation and ensure a brief synopsis of each recommendation is provided

**If the document does not provide enough space at the bottom to include the above format, include the decision ladder on a separate piece of paper. Ensure there is a subject line at the top of the page(s).



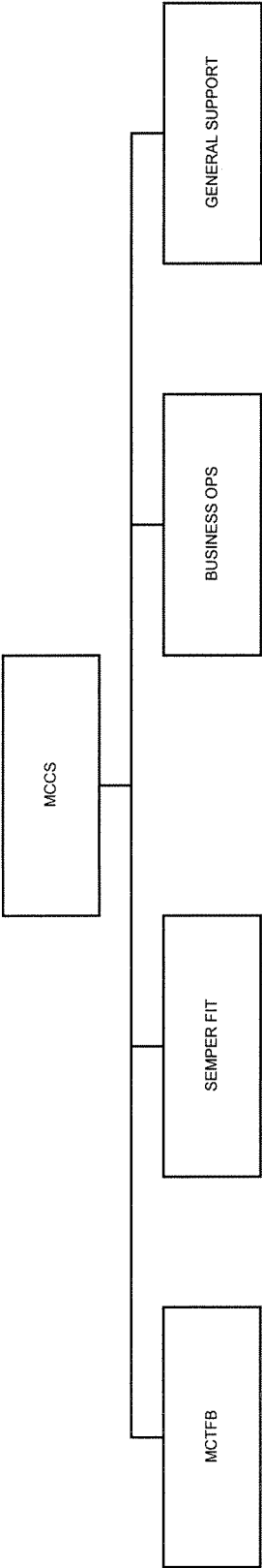
AC/S G-1 STRUCTURE



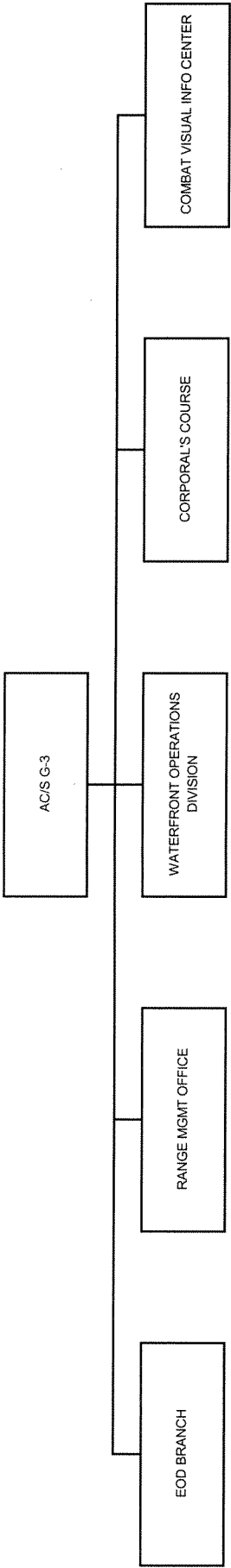
BASE CHAPLAIN STRUCTURE

BASE CHAPLAIN

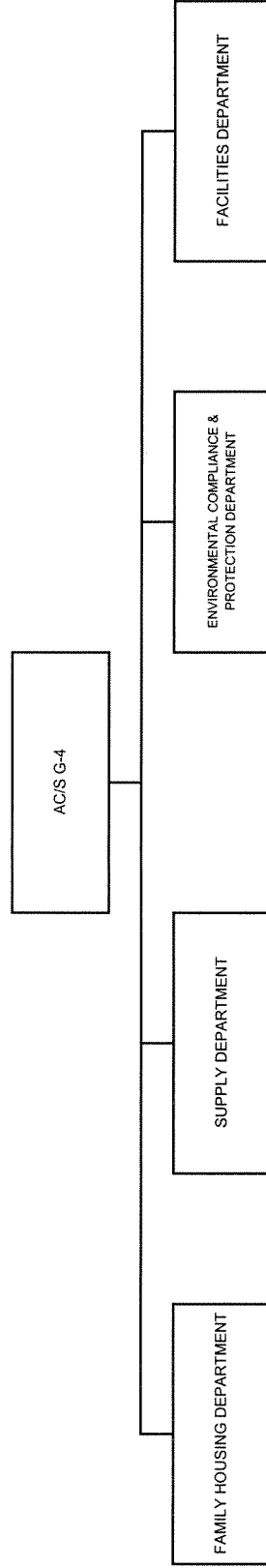
MCCS STRUCTURE



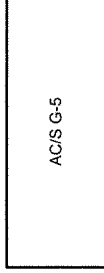
AC/S G-3 STRUCTURE



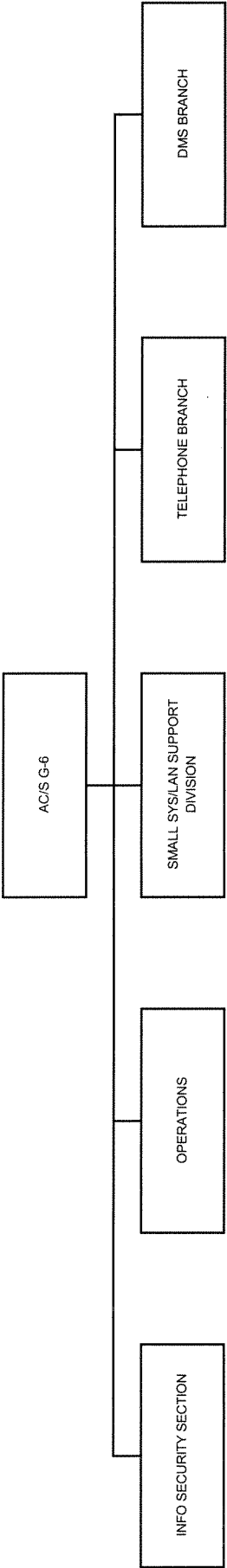
AC/S G-4 STRUCTURE



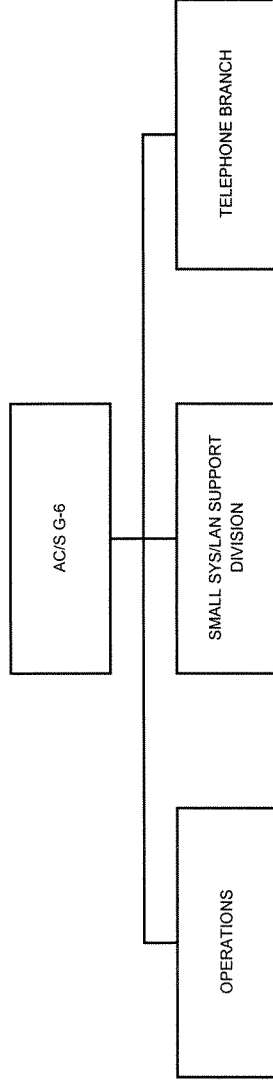
AC/S G-5 STRUCTURE



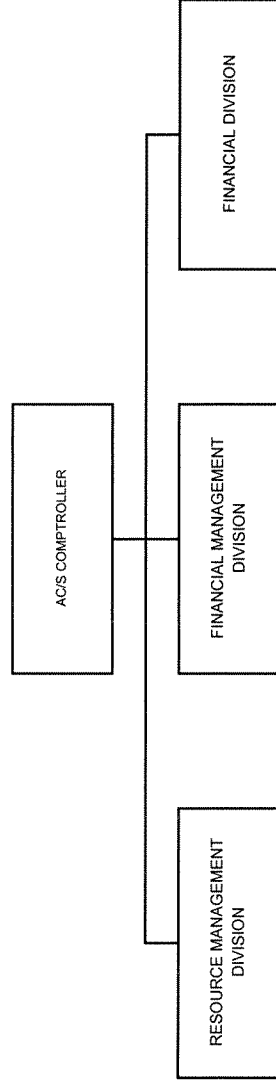
AC/S G-6 STRUCTURE



PUBLIC AFFAIRS STRUCTURE



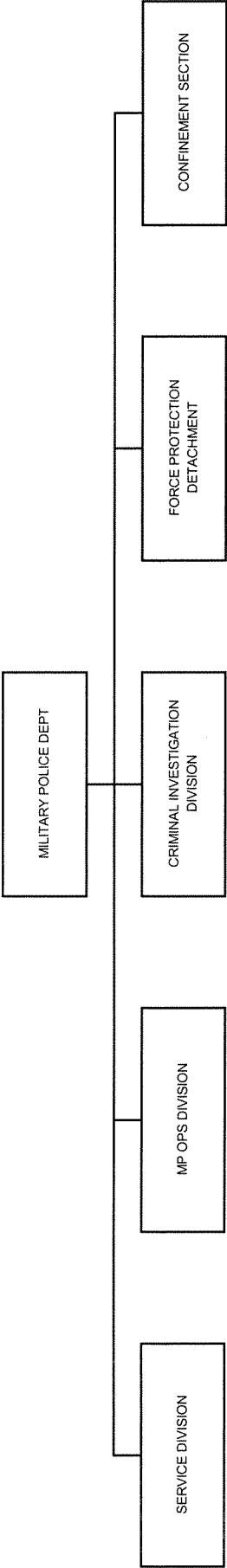
AC/S COMPTROLLER STRUCTURE



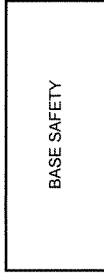
SJA BASE LEGAL

SJA BASE LEGAL

MILITARY POLICE DEPARTMENT STRUCTURE



BASE SAFETY STRUCTURE



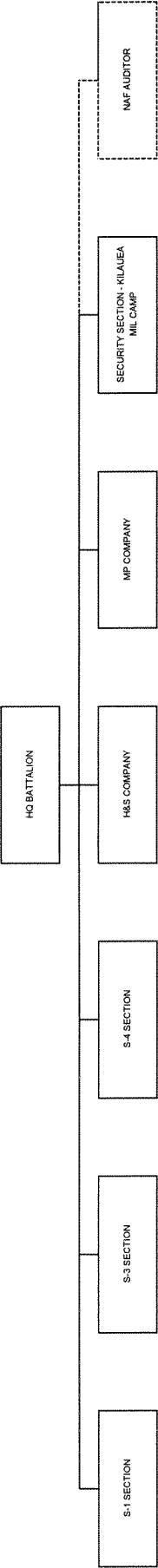
BASE INSPECTOR STRUCTURE

BASE INSPECTOR

MEDICAL AND DENTAL CLINIC STRUCTURE

MEDICAL AND DENTAL CLINIC

HQ BATTALION STRUCTURE



MCAF STRUCTURE

